

Model Planning Documents

Community Action, Inc. (CAI)

9. Vision Statement

The vision of Community Action Inc. (CAI) is to be a regional leader successfully dedicated to confronting, overcoming, and preventing poverty. CAI will provide quality long- and short-term programs and services to low-income individuals and families in the greater Haverhill, Amesbury, and Newburyport area.

By 2008, CAI will:

- Complete transition of its Head Start, child care, consumer protection/mediation and adult education programs to the Fox Center
- Complete transition of its remaining Locust Street programs and operations to Essex St.
- Complete transition of the Drop-In Center to the Universalist-Unitarian Church
- Facilitate relationships among the staff of the different departments at each CAI site as well as among all the CAI locations in order to:
 - maximize agency and community resources on behalf of each family seeking our help;
 - develop family literacy programming at the Fox and Seacoast Centers.

- Secure full funding of the Fox and Seacoast Centers
- Achieve the means to implement a new integrated CAI "membership" information system to better enable staff to refer participants among programs and to better enable staff to identify and support members' progress towards independence when threatened by loss of job, childcare, housing, and other key ingredients to success
- Renew and expand adult and early education and care programs to respond to wait lists for these services
- Achieve more adequate funding of a number of its other programs
- Expand its CNA Training program to encompass other health care occupations

CAI's vision is to serve all its program participants individually through a centralized organizational structure supported by appropriate technology, contributing to a highly effective service delivery system. This system will complement the personalized, caring, and respectful manner with which CAI staff and volunteers receive others. CAI's goal for each of its program participants is to realize his/her potential, be as independent as possible, and ultimately be able to replicate with others the support he/she experiences at CAI.

While education, employment, housing and childcare are the primary identified community needs, CAI will remain flexible in its programs and services. We recognize change is often necessary to respond effectively to emerging trends and community needs.

CAI will actively forge ties with a variety of organizations with which we share a commitment to overcoming poverty. As partners, we will accomplish together what would have been insurmountable alone.

CAI's lifeblood is its extraordinarily dedicated and professional staff, which will function seamlessly as a team. While each may be expert in their specific program or realm of service, all staff will understand that they represent one agency and are bound together by their commitment to its mission and vision. The culture of the organization will be one where all levels of staff participate equally in open and honest discussion, and joint problem-solving. All voices will be heard and minority views will be protected in a true effort to support one another.

The Board of Directors will assist the staff in myriad ways, both internally and with the external community, towards achieving organizational goals.

Community Action, Inc.

Needs Survey – 2005

In order to better serve individuals and families that seek our services, we would like to know what kind of assistance is important to you. We would appreciate it if you would fill out this brief questionnaire. Your reply will be anonymous, because we do not ask for any names or identifying information. Thank you!

1. What **city or town** do you live in? _____

2. Are you currently receiving **services** from Community Action? Yes _____ No _____

If yes, please check which services you are receiving:

Child Care	_____	Fuel Assistance	_____	Training	_____
Clothing	_____	Head Start	_____	Transportation	_____
Consumer Help	_____	Home Visits	_____	WIC	_____
Counseling	_____	Housing Assistance	_____	Youth Services	_____
Education	_____	Mediation	_____	Other	_____
Employment	_____	Parenting Classes	_____		
Food	_____	Play Groups	_____		

3. **Gender:**

Male _____
Female _____

4. **Age:**

under 20 _____
20-35 _____
35-50 _____
50-65 _____
over 65 _____

5. **Housing:**

Own _____
Rent _____
Other _____

6. **Ethnic Group:**

Caucasian _____
Hispanic _____
Asian _____
African American _____
Other _____

7. **Marital Status:**

Married _____
Single _____
Divorced/Separated _____
Live with partner _____

8. Number of **children** in your household _____

Total number of **people** in your household _____

9. Does your family
receive:

Check all that apply

TAFDC _____
EAEDC _____
SSI/SSDI _____
Food Stamps _____

MassHealth _____
Unemployment Benefits _____
Child Support/Alimony _____
Wages _____

10. Annual family **income:**

Please check one

\$0,000 - \$4,999 _____
\$5,000 - \$9,999 _____
\$10,000 - \$14,999 _____
\$15,000 - \$19,999 _____
\$20,000 - \$29,999 _____
\$30,000 - \$39,999 _____
\$40,000 - above _____

Community Action, Inc.
Needs Survey – 2005

For each statement, please check under 'Yes' if you agree with the statement, 'No' if you do not agree. Or 'Not Sure'. If the statement does not apply to you, please leave it blank.

		Yes	No	Not Sure
CHILD CARE				
1.	I am able to obtain child care (with or without a subsidy)			
2.	Child care is available when I need it most			
3.	I am satisfied with the overall quality of the child care I can access			
4.	The cost of child care impacts family finances but is generally affordable			
RESIDENT/COMMUNITY PARTICIPATION				
5.	I am involved in and/or aware of community issues			
6.	I believe that my family can rely on my community/neighborhood in times of need and feels a sense of belonging			
7.	My family feels safe in our community/neighborhood			
8.	I vote regularly or am registered to vote			
EMPLOYMENT				
9.	I have a permanent and stable job (not temporary or seasonal, or unemployed)			
10.	My wages are adequate for my expenses			
11.	I have health benefits, either fully through employment or supplemented by public assistance			
12.	My work skills would allow me to move to a new position/job			
ADULT EDUCATION				
13.	I have completed a high school diploma, GED, or vocational training			
14.	I am planning for further skills training/education to assist with my future employment			
15.	I have at least an 8 th grade English proficiency			
16.	My skills support my work and life demands			
17.	I have a positive attitude toward learning			
CHILD EDUCATION				
18.	My child attends school regularly			
19.	I am involved with helping my child meet his/her educational needs			
20.	My child meets the school's academic standards			
21.	My child meets the developmental milestones for his/her age			
FAMILY DEVELOPMENT				
22.	My family is safe and secure			

		Yes	No	Not Sure
23.	My family and/or extended family provides a supportive network			
24.	My family is working on some broad goals to make our life better			
25.	My household is composed of the same people consistently over time			
INCOME MANAGEMENT				
26.	My income meets my basic needs			
27.	My income pays at least the minimum due on my debts			
28.	My family is able to manage our budget, including our debt			
29.	My savings amount to at least one month of my income			
30.	I have a credit line available			
HEALTH				
31.	My family has health insurance (with or without a subsidy)			
32.	My family uses the health care system			
33.	My family's co-payments are affordable			
34.	Family members are in general good health			
35.	I have no substance/alcohol abuse issues or I have completed treatment and continue to be sober			
36.	I have an ability to get help with or cope with my mental health and behavior needs			
HOUSING				
37.	My family's rent/mortgage is no more than 35% of our gross income			
38.	My family has housing (with or without a subsidy)			
39.	My family has no threat of or pending eviction			
40.	My family is not in temporary, transitional, or seasonal housing			
41.	My family is living in housing that is of adequate size			
NUTRITION				
42.	I do not rely on emergency food resources, (might use WIC or food stamps to supplement)			
43.	My family can acquire, prepare, and store well-balanced meals			
44.	My family's meals meet the minimum and any special dietary requirements			
TRANSPORTATION				
45.	Transportation is available to my family when we need it			
46.	Transportation is usually affordable for me			
47.	My car is generally reliable			

Community Action, Inc.

Cuestionario Para La Necesidad – 2005

Para asistir mejor ha individuos y familias que están buscando nuestros servicios, nosotros estamos interesado en saber cuales servicios o asistencia son importante para usted. Será muy apreciado si ustedes llenasen este formulario. Sus repuesta son confidenciales porque no preguntamos su nombre o información que puede identificarlo a usted. ¡Gracias!

1. ¿En cual ciudad o pueblo vive usted? _____

2. ¿Esta usted o su familia recibiendo servicio a través de Community Action? Sí _____ No _____
Si recibí servicios cual servicios:

Cuidado para Niños _____	Haverhill Family _____	Estudios para ser mejores _____
Ropas _____	Network _____	Padres _____
Ayuda para el _____	Head Start _____	Grupos para jugar _____
Consumidor _____	Asistencia para _____	Transportación _____
Consejería _____	Calefacción _____	WIC _____
Educación _____	Asistencia para _____	Servicios para los Jóvenes _____
Entrenamiento para _____	La compra de casa _____	Otro _____
Empleo _____	Ayuda buscando _____	
Comida _____	Viviendas _____	
	Mediación _____	

3. Sexos:

Mujer _____
 Hombre _____

4. Edad:

menos 20 _____
 20-35 _____
 35-50 _____
 50-65 _____
 mas 65 _____

5. Vivienda:

Casa propia _____
 Renta _____
 Otra _____

6. Grupo Etnico:

Afro-Americano _____
 Asiático _____
 Blanco _____
 Hispano _____
 Otro _____

7. Estado Matrimonial:

Divorciado/separado _____
 Vive con compañero _____
 Casado _____
 Soltero _____

8. Lengua Primaria:

Ingles _____
 Español _____
 Otro _____

9. Nivel de Educación:

Menos de escuela secundaria _____
 Escuela secundaria _____
 Universidad _____

10. Numero de Niños en el hogar _____
 Numero de personas en el hogar _____

11. Su familia recibe:

Marca todo que reciben

TAFDC _____	MassHealth _____
EAEDC _____	Beneficios de desempleo _____
SSI/SSDI _____	Manutención Infantil _____
Food Stamps _____	Salario _____

12. Ingreso anual para la familia

Marca uno

\$0,000 - \$4,999 _____
\$5,000 - \$9,999 _____
\$10,000 - \$14,999 _____
\$15,000 - \$19,999 _____
\$20,000 - \$29,999 _____
\$30,000 - \$39,999 _____
\$40,000 - mas _____

Community Action, Inc.
Cuestionario Para La Necesidad – 2005

Para cada pregunta marca Sí, No o No seguro. Si la pregunta no es valida para usted déjela en blanco.

		Sí	No	No Seguro
Cuidado para los niños				
1.	Yo puedo recibir cuidado para los niños (con o sin ayuda monetaria)			
2.	Cuidado para los niños existe cuando yo lo necesito			
3.	Estoy satisfecho con la calidad de cuidado para los niños que tengo			
4.	Puedo pagar para el cuidado de los niños			
Participación en la comunidad				
5.	Estoy participando o estoy informado de los problemas que existen en la comunidad			
6.	Yo creo que mi familia puede contar con la comunidad donde viven en tiempos de necesidad			
7.	Mi familia se siente segura en la comunidad donde viven			
8.	Yo voto regularmente o estoy registrado para votar			
Empleo				
9.	Yo tengo un trabajo permanente y estable (No temporario o desempleado)			
10.	Cano suficiente dinero para pagar las cuentas			
11.	Tengo seguro medico			
12.	Mis habilidades de trabajo me permiten cambiar de posición de trabajo			
Educación Adulta				
13.	Tengo un diploma de escuela secundaria o equivalente			
14.	Planeo mejorar mi educación para mejora en mi trabajo			
15.	Hablo buen Ingles			
16.	Leo y escribo bien			
17.	Tengo una actitud positiva en respecto a la educación			
Educación de los Niños				
18.	Mis niños asisten a la escuela regularmente			
19.	Ayudo a mis niños con su educación			
20.	Mis niños tienen notas buena			
21.	Mis niños esta progresando de acuerdo a su edad			
Desarrollo familiar				
22.	Mi familia esta segura			
23.	Mi familia o familia extendida proveen un buen sistema de apoyo			
24.	Mi familia esta trabajando hacia una meta para mejorar nuestras vidas.			
25.	En mi hogar este año esta compuesto por las mismas personas que el año pasado.			

		Sí	No	No Seguro
Manejo de Ingreso				
26.	Mi ingreso es suficiente para cubrir mis necesidades básicas			
27.	Mi ingreso paga por lo menos el mínimo en mis cuentas			
28.	Mi familia puede manejar un presupuesto			
29.	Mis ahorros son equivalentes a por lo menos un mes de mi ingreso			
30.	Yo tengo crédito disponible			
Salud				
31.	Mi familia tiene seguro medico			
32.	Los miembros de mi familia van al medico regularmente			
33.	Lo que pago para ir al medico es razonable			
34.	Mi familia esta en buena salud			
35.	Yo o un miembro de mi familia tiene problemas con el abuso de sustancia o alcohol			
36.	Mi familia tiene la habilidad para obtener ayuda con los problemas médicos			
Vivienda				
37.	La renta o hipoteca de mi familia es menos de 35% de nuestro ingreso			
38.	Yo o mi familia tenemos vivienda (con o sin ayuda monetaria)			
39.	Yo o mi familia estamos bajo amenaza de desalojo			
40.	Yo o mi familia estamos viviendo en casa temporaria			
41.	Yo o mi familia estamos viviendo en viviendas de tamaño apropiado			
Nutrición				
42.	Yo o mi familia usamos recursos de emergencia para comida (Comida a través de agencias)			
43.	Yo o mi familia podemos adquirir, preparar, y almacenar comida			
44.	La comida mia y de mi familia es por lo menos el mínimo requisito para una dieta especial o normal.			
Transportación				
45.	Transportación esta disponible para mi y mi familia cuando la necesito			
46.	El costo de transportación es aceptable para mi y mi familia			
47.	Mi carro es generalmente digno de confianza			
Tecnología				
48.	Yo o mi familia tenemos una computadora en la casa			
49.	Yo o mi familia usamos computadoras afuera de la casa			
50.	Yo uso el Internet bastante			
1.	Yo uso el Internet algunas veces			
Energía y Calefacción				
52.	El sistema de calefacción mío tiene mas de 15 año			

		Sí	No	No Seguro
53.	El costo de calefacción mío es de mas de \$800 por año			
	Derechos del consumidor			
54.	Yo conozco mis derechos como consumidor			
55.	Yo siento que los negociantes me tratan responsable			
56.	Yo sé de mediación			
	Servicios juveniles			
57.	Hay suficientes programas para niños de edad escolar a precio razonable en mi comunidad			
58.	Yo o miembros de mi familia participamos en programas para jóvenes in mi comunidad			
59.	Mi comunidad tiene programas de verano para los jóvenes a precio razonable			
	Seguridad personal			
60.	Yo o un miembro de mi familia ha sido víctima de abuso domestico			
61.	Amenazas y violencia es un problema en la escuela de mis hijos			
62.	Amenazas y violencia es un problema en nuestra comunidad			
63.	Amenazas y violencia es un problema en mi casa			
64.	Yo o un miembro de mi familia hamos tenido la experiencia de prejuicios en mi comunidad			
65.	Yo o un miembro de mi familia hamos tenido la experiencia de prejuicios en la escuela			
66.	Yo o un miembro de mi familia hamos tenido la experiencia de prejuicios en el trabajo			

Tienes ideas de como Community Action, Inc. puede mejor servir sus necesidades?

Thank you for your help. Please feel free to contact us at:

*11 School Street
Amesbury, MA 01913
978-388-2570*

*25 Locust Street
Haverhill, MA 01830
978-373-1971*

*447 Merrimack St.
Newburyport, MA 01950
978-499-8357*

COMMUNITY ACTION, INC.
STAFF SURVEY OF CLIENT NEEDS – 2005

Please write in your program and site here: _____

1. Following is a list of needs that CAI clients may have. Please rate the top 5 in order the greatest needs of clients, in your opinion (1 being most important and 5 being least important).

Child Care	_____	Home Visits	_____
Clothing	_____	Housing Assistance	_____
Consumer Help	_____	Mediation	_____
Counseling	_____	Parenting Classes	_____
Education	_____	Play Groups	_____
Employment/ Training	_____	Transportation	_____
Food	_____	WIC	_____
Fuel Assistance	_____	Youth Services	_____
Head Start	_____	Other (Describe)	_____

2. For each of your three (3) most important items, please answer the question:
What part of this item do clients need help with and why?

Item 1: _____

Item 2: _____

Item 3: _____

3. What do you think are the obstacles that low-income people have from gaining self-sufficiency? Please list the obstacles.

Over, please →

4. Do you have any suggestions as to how Community Action, Inc. can better meet client needs? Please describe.

5. Do you feel your program or service is important? ___Yes ___No

Comment? _____

6. Do you feel your program or services is having a positive impact on the clients you serve? ___Yes ___No

Comments? _____

7. In your opinion, are most of your clients facing severe need, moderate need or marginal need for your program or services?

8. Are most of the clients you see each year new or repeat clients?

9. In your opinion, does the service or program you provide help clients become more self-sufficient? If no, why not??

10. Do you like working with the clients your program serves? _____

What are the positives? _____

What are the negatives? _____

Thank you for your input!

-DRAFT-

Model Planning Documents

Community Teamwork, Inc. (CTI)

Affordable Housing Community Communications Partnerships

Educational Programs Staff Training & Development

Strategic Priorities

I Affordable Housing

To increase the supply and to prevent the loss of affordable housing units:

A. One Year Goals:

1. Acquire a site for a 202 project for elderly and apply for 202 funding by June 2005.
2. Acquire and preserve 15 units of existing housing in order to maintain unit affordability.
3. Develop an Early Warning System to identify families at-risk of eviction or foreclosure. Assign a case manager to serve 25 families in 2005 utilizing the system that's developed.

B. Four Year Goals:

1. Work with Common Ground to increase family affordable housing by 50 units by 2008.
2. Complete and manage the 202 project and apply for funding for an additional 202 project.

II Community Communication

To increase the knowledge of the full range of CTI's Programs on the part of staff, clients, and the community at large in order to provide all appropriate services to all people in need and enhance relationships with existing and potential donors.

A. One Year Goals:

1. Establish a multi-media promotional campaign that includes at least two press releases per year per Division to the Lowell Sun and Weekly's to increase awareness of CTI services.
2. Re-develop and re-design the CTI web site.
3. Branding: Develop CTI family of literature across all Divisions.
4. Establish a calendar of promotional events.
5. Develop a public/promotional campaign with on-going activities and events surrounding the agency's 40th anniversary.
6. Implement database management software for managing information about community partners, supporters, and donors.

B. Four Year Goals:

1. Develop and implement a system to communicate with ethnic and neighborhood groups.

III Educational Programs

To empower and support residents of the region to acquire enough education to improve the quality of their lives:

A. One Year Goals:

1. Working with community partners, develop an Educational Clearinghouse to assess the education and skill levels of 50 adult program participants. Refer them to appropriate education programs and assist and encourage them to complete the next level of education.

B. Four Year Goals:

1. Obtain funding and recognition for the clearinghouse from the US Dept. of Education as an Educational Opportunity Center.
2. Double the number of adult program participants each year for the next four years.

Affordable Housing Community Communications Partnerships Educational Programs Staff Training & Development

IV Partnerships

To develop partnerships with appropriate community agencies to increase the number of services available to low-income people:

A. One Year Goals:

1. By March 2005, sign a Memorandum of Understanding with MCC, ABE, and the Career Center to provide services to 10 – 20 clients identified as needing an upgrade in skills to gain better wages and move toward self-sufficiency.
2. By June 2005, establish a CTI volunteer center in partnership with the Points of Light Foundation/Volunteer Center National Network and have at least 10 partnerships with local organizations.
3. Through advocacy, work with existing health care and mental health care providers to improve access to services for our clients.

B. Four Year Goals:

1. Develop four new partnerships with for-profit businesses that will make major contributions (\$5,000 or more) to CTI.
2. By June 2008, the CTI volunteer center will have at least 100 partnerships and will work to place at least 500 volunteers annually into meaningful volunteer opportunities.

V Staff Training & Development

To enable all staff to acquire the skills they need to attain their full potential and to assist both internal and external clients to attain their full potential:

A. One Year Goals:

1. All staff will attend a one-day training focused on knowledge of Community Action, CTI programs, and how to provide good customer service.
2. All supervisors will successfully complete training in the development of training plans.
3. All supervisors will develop a training plan with his/her staff based on skills needed.
4. All employees will have at least one additional training opportunity in FY05.

B. Four Year Goals:

1. By 2008, an agency-wide career development plan will be implemented to outline career paths and to tie compensation to education and training as well as to job competency.

In addition to the five core priorities, we also identified some internal "Workplace Wins" for staff in the areas of improved communication, tuition reimbursement, and subsidized childcare.

Workplace Wins

To create an environment where employees have increased opportunities that will help them improve their skills and meet their professional and personal goals:

A. One Year Goals:

1. Develop and implement a tuition reimbursement policy for employees.
2. Establish a level of management (Key Managers) to facilitate communication, accept suggestions, pass on information and bring back feedback to staff.
3. Complete needs assessment of staff childcare needs and inform staff of existing options for subsidized childcare.

Model Planning Documents

Community Action Programs Inter-City,
Inc. (CAPIC)



4. Service Delivery System

CAPIC delivers services to eligible area residents through a direct caseworker model. Last year 6,153 units of service were delivered to 4,542 clients locally; this does not include regional units of service delivered.

CAPIC's service delivery area has grown substantially since its last Strategic Plan. CAPIC has expanded its service delivery area beyond Chelsea, Revere and Winthrop to include over 30 additional communities through its lead agency role in several major grants. Through its Housing Assistance Program CAPIC administers housing search services via sub-contractors throughout the Department of Transitional Assistance Region 2; communities served are: Chelsea, Revere, Winthrop, East Boston, Cambridge, Arlington, Burlington, Lexington, Melrose, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester, Woburn, Belmont, Lincoln, Framingham, Newton, Waltham, Watertown, Charlestown, Somerville, Everett, Malden, and Medford.

Low-income families and individuals are treated with respect and dignity and are encouraged to think about long-term goals in all CAPIC Programs. CAPIC delivers services that address the mission of Community Action. Since the submission of our last Community Action Plan the agency continues to promote the philosophy of self-sufficiency in our programs and with clients. The commitment to promoting self-sufficiency in daily work is evident through the growth and further development of the Self-Sufficiency program, using the Scales & Ladders tool CAPIC helped develop on a statewide level.

With close to a \$9 million dollar operating budget, CAPIC is able to offer a variety of crucial benefit programs and promote long-term changes in the communities served.

Services are delivered through CAPIC's Programs and Administrative Office, broken down here by CSBG workplan service categories. All activities address one or more priority area identified throughout the strategic plan process. **Highlighted** areas indicate new program/activity or significant growth in service delivery since last Community Action Plan.

Self-Sufficiency:

<i>Program</i>	<i>Activity</i>
Self-Sufficiency Program	Provide long term case management services promoting long-term self-reliance

Employment Services:

<i>Program</i>	<i>Activity</i>
DTA Community Service	Place DTA recipients at CAPIC sites for skills training
Head Start & Summer Youth	Provide On the Job training
Summer Youth OJT	Collaborate with Massport to provide on the job training for youth

Education & Literacy Services:

<i>Program</i>	<i>Activity</i>
Family Network	Support services to families w/ children age 0-4yrs., including ESL, playgroups, & parenting workshops
Administration-Scholarships	Award 2 scholarships annually
CSBG Special Projects Scholarship	Award 10 scholarships

Housing:

<i>Program</i>	<i>Activity</i>
Housing Assistance Program (HAP)	Provide housing search/prevention assistance to homeless and at-risk clients (locally as well as administer HAP Region 2)
HAP Stabilization Component	Provide stabilization services to placed families to maintain tenancy

Health Services:

<i>Program</i>	<i>Activity</i>
Head Start	Provide nutrition counseling & follow-up to enrolled children
Health Advisory	Analyze local health needs and participate in local activities around identified issues
CFNP	Provide extensive case management services to targeted households dealing with chronic health and nutrition issues

Emergency Assistance:

<i>Program</i>	<i>Activity</i>
Crisis Intervention	Provide counseling re: Domestic Violence issues
HAP Clothing Distribution	Distribute clothing to those in need of basic necessities
Critical Service Vouchers	Provide voucher assistance for emergency needs

Energy Assistance:

<i>Program</i>	<i>Activity</i>
Fuel Assistance (LIHEAP)	Provide assistance with heating expenses
Weatherization	Provide energy conservation services, improve thermal efficiency
HEARTWAP	Maintain, repair & replace heating systems
Utility Partnerships	Collaborate w/ utility companies to provide conservation services

Youth & Family Development:

<i>Program</i>	<i>Activity</i>
Head Start	Early childhood classroom instruction for 246 children
Child Development Center	Pre-school child care for 60 children
Infant/Toddler Classrooms	Provide child care for 7 infants and 18 toddlers
After School Program	After school care & activities for 65 children

Linkages:

<i>Program</i>	<i>Activity</i>
Chelsea City Wide Summer Camp	Provide summer camp activities to area 130 youth
Public Safety Activities	Prepare grants for Revere Police & Wakefield Police Depts., administering some grants & activities for Revere Police Dept.
Responsible Payee Program	Provide services to Social Security recipients
Program Development	Implement new activities and programs as needed with available resources to meet changing needs
Coats for Kids	Distribute over 200 donated coats to needy families

CAPIC maintains a small administrative staff, consisting of an Executive Director, Deputy Director, Human Resource Manager and a Fiscal Department comprised of 3.5 FTEs. Fewer administrative positions means less overhead cost and more resources for direct services. The Executive Director supervises Senior Managers, meeting monthly to discuss pertinent programmatic issues. Program Directors supervise their own staff (some larger than others). Flow of communication and level of responsibility is made clear with the use understood through a clear organizational chart (see attached).

CAPIC employs over 100 people annually. Programs are managed in a very cost-effective manner. The sharing of resources from program to program, such as personnel, equipment, software, hardware, and information infrastructure helps keep expenses down as well as promote and improve collaboration on many levels.

Location of programs is very important; they need to be accessible and central. CAPIC Administrative offices, Housing Assistance Program, Energy Programs and Information Technology Department are housed in CAPIC's main office in Chelsea. Head Start administrative offices are located in the new state of the art Center, which opened in Chelsea in September 2004, housing both classrooms and the Family Network Program as well. Additional Head Start classrooms are located in Revere and Winthrop in very community friendly locations. The After School Program has its office space in the school housing its classrooms. However, the classroom space is no longer optimal and regular building problems has impacted delivery of programming. Therefore the program is scheduled to move in September 2005 to a new site with increased classroom capacity. CAPIC's preschool classrooms, infant/toddler classrooms and administrative offices and are all located in the same site, an improvement since the last Community Action Plan. The center has been renamed the Child Development Center and is looking to increase capacity size as well.

CAPIC saw the need to centralize both the Head Start Program and the Child Development Center. We feel this will have a positive impact on the program, the agency and the community.

Although each program functions independently all identify as being part of a larger entity trying to eradicate poverty in a holistic approach. Programs work together regularly on both individual/family needs as well as issues facing the community at large.

Monthly, CAPIC's Board of Directors meets to establish policy that will move the agency toward its mission and three year vision. In addition, there are regular Management Team meetings, bringing all Program Directors together to address universal needs. There is also as a Planning & Development Committee that meets monthly bringing together front line staff with managers to discuss

agency, program and community issues. CAPIC's team approach helps better serve clients.

All CAPIC programs have some case management component. Some programs are more direct benefit driven whereas others have an extremely comprehensive case management component. Either way, a client is either referred to a CAPIC Program by an outside agency or through an internal referral system. Once the client has been referred, a caseworker is assigned to the case and an assessment/intake is done determining need. Client eligibility is considered at this time, looking at both immediate available resources and the possibility of referring the client to other programs. Referrals are made both internally and externally in the community.

A case profile is established and committed to the Client Tracking System, CAPIC's case management database system. Once a client has been entered into the Client Tracking System a permanent file is established and a history of the client is built from this initial point of contact, accessible by all CAPIC Programs.

Once an intake, assessment and case file are complete the client either receives direct benefit (LIHEAP, Weatherization, Emergency Vouchers, and/or Child Care Voucher) or direct case management services (Housing Assistance Program (HAP), Head Start, Child Development Center, Self-Sufficiency/Domestic Violence Counseling, Public Safety activities, Responsible Payee Program and/or Family Network). Caseworkers then work closely with clients, seeking supervisory assistance when needed, in moving clients toward self-sufficiency. Case management services vary from program to program. Head Start Advocates work closely with families around child rearing issues, health, nutrition and parenting skills, where HAP staff concentrate more on prevention and tenancy skills, budgeting and related housing issues. Regardless of approach, all programs share the goal of improving the conditions in which low-income people live, promoting self-sufficiency.

After delivery of service, follow-up on client status is conducted. Extent of follow-up depends on disposition of case and parameters of program. HAP follows the progress of a placed family for 12 months, ensuring maintenance of tenancy. Follow-up is vital in preventing clients from following pattern of need.

A client file is maintained in the Client Tracking/Data Collection database, allowing for easy case disposition. The system prevents the client from having to share basic information again with the agency, a sometimes tedious and intrusive task for program recipients. Should a client need services 2 years from original intake date, the caseworker can easily access client profile and already understands past needs and can concentrate on identified problem areas. This additional information at the time of intake proves invaluable in breaking the chronic pattern of certain "repeat" clients, clients that continually need CAPIC services.



8. Funding Strategy

CAPIC has been very successful in leveraging funds to greatly increase revenue to date and diversify funding. This was accomplished by utilizing Community Services Block Grant (CSBG) dollars to leverage private and public resources. CSBG provides both direct and indirect funding to multiple service delivery systems within CAPIC. Although a small portion of CAPIC's overall budget, CSBG is the core funding which enables the agency to support administrative costs associated with managing numerous programs, while supporting efforts to explore new funding opportunities to grow and improve delivery of services.

CAPIC utilizes CSBG funding to supplement its Day Care and Child Development Programs; Head Start Program; parent and staff development; energy conservation programs; housing advocacy in HAP; Fuel Assistance; Self-Sufficiency counseling; Domestic Violence advocacy; Public Safety initiatives; Summer Camp and the Responsible Payee Program.

Current Fiscal Overview:

Below is a fiscal overview, showing tremendous growth since submission of the last Community Action Plan. *(At time of submission of FY '06 Community Action Plan final FY '05 fiscal figures not available.)*

Major Fund Sources:

	FY '02	FY '03	FY '04
Dept. of Housing & Comm.Devpt.	\$2,449,577	3,088,664	2,709,896
Dept. of Health & Human Services	1,904,526	2,258,190	2,126,367
Department of Social Services	687,877	585,268	1,222,659
Department of Education	799,706	736,228	668,335
Dept. of Transitional Assistance	1,547,650	1,534,500	1,732,500
Fees & Private	231,235	506,828	443,940

Use of Funds:

	FY '02	FY '03	FY '04
Energy Services	\$2,172,686	2,868,647	2,799,907
Head Start	2,644,864	3,088,525	2,874,324
Day Care	739,950	705,164	1,158,868
Housing	1,547,650	1,534,500	1,564,500
Other	106,779	84,200	70,935
Community Services Block Grant	464,128	306,100	418,300
Unrestricted	5,732	14,547	14,611

Revenue to Date:

1967	250,000
1972	700,000
1974	950,000
1976	1,275,000
1978	1,650,000
1982	2,750,000
1983	3,800,000
1987	3,800,000
1988	3,800,000
1989	4,175,000
1990	3,975,000
1991	3,850,000
1992	3,850,000
1993	3,650,000
1994	4,250,000
1995	4,300,000
1996	4,302,831
1997	4,738,283
1998	4,863,645
1999	5,332,771
2000	6,382,418
2001	7,878,472
2002	7,620,571
2003	8,601,683
2004	8,903,697

FUTURE Funding Goals:

CAPIC plans to continue to seek increased, diverse revenue streams over the next three years, coordinating private and public resources to fully integrate funding and support agency-wide efforts to meet the vision and mission of the agency. CAPIC will continue to coordinate CSBG funds with federal and state monies including resources from Department of Transitional Assistance, Department of Health and Human Services, Department of Social Services, Department of Early Education and Care; Administration for Children and Families; Family Network; Department of Justice; City of Revere; City of Chelsea; community partnerships; local business and private foundations.

CAPIC plans to raise unrestricted funds for the purpose of general agency operations. This will be done, in part, by expanding the scope and service delivery capacity of CAPIC's Responsible Payee Program in collaboration with the Social Security Administration.

CAPIC has been successful in recent history in purchasing two properties to house the Head Start Program. CAPIC further plans to look into real estate for the purpose of

streamlining expenses, sharing resources, and eliminating rental obligations. CAPIC recognizes the benefits of a strong infrastructure and the long term impact it has on positive programming and planning. ✓

The unique relationship with the Revere Police Department and the City of Revere allows the agency to increase revenue in a non-traditional approach. CAPIC will continue to prepare the public safety and law enforcement applications for the City of Revere and the Revere Police Department, which allows CAPIC to directly address the problem of crime by offering social services in partnership with police work. CAPIC is reimbursed by police grants for providing services such as: day care, summer camp, karate, and domestic violence counseling to families and youth. Future plans also include seeking interest from other local government officials around partnering to enhance public safety initiatives in their communities. This will result in both increased services as well as revenue for the agency.

CAPIC also plans to develop an agency coordinated fund raising campaign in cooperation with the Board of Directors. An annual event is among one of the ideas being discussed to generate interest and begin the fund raising efforts.

CAPIC aims to enhance the efficiency of CSBG funding, the current ratio of CSBG funds to overall funding is 1:25. During the next three years of the Strategic Plan, the agency is committed to maintaining this ratio, leveraging \$25 dollars for every CSBG dollar received, a considerable effort considering the recent budget restraints facing both the Commonwealth and community action agencies.

APPROACH:

Funds are best utilized in an agency-wide formula allocation. The Simple Cost allocation method will determine the cost of each initiative identified in the Strategic Plan and implemented in the agency's annual workplan. Allocations will be reflected in program budgets as well as the agency-wide budget.

The Executive Director will be responsible to oversee the administration of all programs and funds, under the direction of the Board of Directors. The Fiscal Manager will ensure fiscal integrity of all funds received and utilized. The Human Resources Manager will maintain CAPIC's Client Tracking System and coordinate employee benefits. The Deputy Director will work closely with Program Directors and staff to ensure appropriate implementation of Strategic Plan, annual workplans, National Indicators, Goals and Outcome Measures. These positions are funded, in part, by CSBG dollars and are essential in the administration of long term systems needed in comprehensive service delivery.

Model Planning Documents

Greater Lawrence Community Action
Council, Inc. (GLCAC)

Greater Lawrence Community Action Council, Inc.
Community Action Plan FY 2006-2008

Overall, housing increased by 2,500 units between the time of the 1990 Census and the 2000 Census. However the growth has not been evenly distributed throughout the four communities. Lawrence experienced a loss of 1,314 housing units in that ten-year period while the other communities experienced growth in their high-end housing but little growth in affordable housing during that time. For example, local City/Town Halls report that 185 units of new housing have been constructed in the past year

:

Andover: 74 Lawrence: 44 Methuen: 13 North Andover: 54

Of the new housing units constructed, North Andover reported that 4 units were considered 'affordable housing'. Methuen and Andover reported that to their knowledge, none of the new units were considered 'affordable housing'. Andover did report that there are several multi-unit projects currently under construction in the town of which 57 units are considered to be 'affordable housing'. Lawrence City Hall was not able to provide data on the number of new units that were considered 'affordable'. However, data collected by the local Affordable Housing Action Alliance shows that non-profit affordable housing development programs in the area have constructed 20 units for first time home buyers and renovated 60 rental units in Lawrence over the past several years all targeted for the low to very-low income.

Housing Affordability:

Using the standard of 30% of income for housing, data from the National Low Income Housing Coalition (NLIHC) indicates that an individual earning \$6.75 an hour would need to work an average of 94 hours per week to afford the average rent (\$821 per month) for a 2-bedroom apartment in Lawrence. That individual would need to work 117 hours per week to afford the rent (\$1,025 per month) for a 3-bedroom apartment, again using the standard of 30% of income for housing.

NLIHC states that an extremely low income family earns 30% of the community's median income, meaning that extremely low income Lawrence families earn only \$8,394. Extremely low income families in Methuen earn \$14,888, in North Andover \$21,818, and in Andover \$26,304, earning more than three times that of Lawrence extremely low income families. According to Census 2000, 13.6 percent of Lawrence families can be considered extremely low income, a percentage which is much higher than that of Methuen (7.2%), North Andover (7.1%), and Andover (6.9%) low income families. Given that a family should pay no more than 30 percent of its income for rent each year, affordable rent for an extremely low income family in Lawrence is \$209, a figure which is three times less than the median rent in Lawrence and nearly four times less than the Fair Market Rent for a two bedroom apartment. In Methuen, affordable rent for an extremely low income family is \$372; in North Andover, \$545; and in Andover, \$657. (See Chart below)

Greater Lawrence Community Action Council, Inc.
Community Action Plan FY 2006-2008

Median Income and Rent Versus Extremely Low Income and Rent

Town	Median Income	Median Rent	Extremely Low Income	Percent of Low Income Families	Affordable Monthly Rent for a Low Income Family
Lawrence	\$27,983	\$607	\$8,394	13.6	\$209
Methuen	\$49,627	\$645	\$14,888	7.2	\$372
North Andover	\$72,728	\$879	\$21,818	7.1	\$545
Andover	\$87,683	\$781	\$26,304	6.9	\$657

Source: Census 2000 & NLIHC Out of Reach 2004

Housing Safety:

According to Census 2000 data, 55 percent of Greater Lawrence's housing stock was constructed before 1960 with 33 percent constructed before 1940. In the low-income neighborhoods, many units have had no, or only minor, upgrades since they were constructed. Structures built before 1976 are at high risk for having lead-based paint and asbestos. (see chart below)

Housing Structures - Year of Construction						
<u>Community</u>	1939 or earlier	1940-59	1960-79	1980-90	1990-2000	
Andover	3,260	1,990	3,567	1,608	1,195	
Lawrence	10,208	6,627	5,593	2,230	943	
Methuen	4,570	3,682	4,619	2,435	1,589	
North Andover	<u>1,827</u>	<u>1,476</u>	<u>3,640</u>	<u>1,599</u>	<u>1,401</u>	
Totals	19,865	13,775	17,419	7,872	5,128	
Source: US Census 2000						

**Greater Lawrence Community Action Council, Inc.
Community Action Plan FY 2006-2008**

Internal Assessment Process:

All members of the Board of Directors were asked to complete a Board Member survey—half of which was focused on the community assessment and the other half on internal agency assessment. All Program Directors were asked to participate in a “Program Management Interview” following a format provided to them in advance of the interview. All agency staff was asked to complete a Staff survey—half of which was focused on the community assessment and the other half on internal agency assessment. Results of surveys and interviews were reviewed and discussed at meetings of the agency’s Administrative Team and combined meetings of the Board and Staff Planning Committees. Recommendations regarding areas to be addressed as part of the 2006-2008 Community Action Plan were drafted at the May meeting of the two Planning Committees, reviewed at the Administrative Team meetings with comments then reviewed and discussed at the June Planning Committees meeting. Final recommendations were then presented to the Board’s Executive Committee.

Internal Assessment Results:

Survey and Interview respondents included: Twelve Board members (5 from Lawrence, 2 from Methuen, 1 from Andover, and 4 from North Andover); 13 Program Directors; and 88 Staff members.

Most significant areas of need as determined by the combined number of surveys responses under ‘severe’ and ‘moderate’ were:

Organizational Need	Board	Staff
Generate More Financial Resources	89%	65%
Improve Board Performance	60%	36%
Improve Board Monitoring of Agency Performance	58%	35%
Improve Communications	55%	59%
Improve Staff Performance	9%	43%
Improve long-range planning	45%	43%

Other areas of Agency/organizational needs identified during the Internal Assessment Process:

- limited teamwork and inter-program collaboration
- lack of succession planning for key agency & program personnel
- lack of program and employee training and performance evaluation systems linked with ROMA
- lack of centralized intake, information & referral system within the agency

**Greater Lawrence Community Action Council, Inc.
Community Action Plan FY 2006-2008**

Action Steps to Address Internal Assessment Priority Areas:, the GLCAC, Inc. will:

- Increase financial resources by continuing to seek new funding from a variety of sources to supplement current support for existing programming and to create new programming in order to address the needs of agency clients; institute a development campaign to raise funds from the private sector; pursue additional partnership opportunities to generate increased cash and in-kind support for services to clients; explore the potential of entrepreneurial approaches to generating financial support for services.
- Institute a Board Member orientation and training plan that includes a detailed explanation of the role and responsibilities of Board Members, an overview of the history of the agency, viewing of the agency video for an overview of current programming; tour of agency conducted by a member of the administrative staff; training on ROMA (Results Oriented Management and Accountability) and any governance changes that Head Start or other legislation mandates.
- Improve Board Committee functioning by annually scheduling a meeting in September of all Committee Chairs to discuss committee function and membership and to review the meeting schedule established for each committee. At the meeting of Committee Chairs, profiles of Board members would be reviewed so that Committee Chairs are able to encourage members with specific areas of interest and/or expertise to serve on Committees with related areas of focus. Following the annual meeting of Committee Chairs, a listing of Committees will be distributed to Board members, detailing each Committee's role and responsibilities as well as the meeting schedule for that committee. Board Members will be asked to indicate their preferences for committee assignments and/or will be 'recruited' by Committee Chairs.
- Assess and strengthen communication systems
 - between the Board and Administration
 - between the Administration & Finance Division and Program Management;
 - between Administration and Employees;
 - between programs and within programs.
- Institute agency-wide on-going staff orientation and training plan focused on ROMA's National Goals, Outcome Measures, and Performance Indicators to foster a culture of inter-program teamwork with client-focused/outcome based services;
- Develop and implement agency, program, and staff evaluation systems to reflect that culture of inter-program teamwork and client-focused/outcome-based services;
- Develop a succession plan for key agency and program personnel to ensure smooth transitions when such employees retire; develop contingency plan for coverage of administrative duties or program management duties in the event of extended absence of key personnel;
- Develop plan to implement Central Intake system, with a phase-in over the 3 year period;
- Explore potential for instituting an Information & Referral Center – first within the agency and eventually for the community.

Model Planning Documents

Quincy Community Action Programs,
Inc. (QCAP)

I. MISSION STATEMENT

Through public and private partnerships we endeavor to assist families and individuals in our communities to improve the quality of their lives by minimizing the effects of poverty, promoting self-sufficiency and advocating for social change.

II. COMMUNITY PROFILE

QCAP's core service area includes the city of Quincy, and the towns of Braintree, Milton and Weymouth. However, many of QCAP's programs serve additional communities: Head Start also serves the town of Hull, the Housing program serves all of Norfolk County, and Community Care for Kids serves residents of 20 towns stretching from Quincy down to Plymouth. In addition, a small portion of QCAP's services are open to residents of any city or town in Massachusetts, such as some of the counseling services in the Housing program and CCK's child care provider trainings. This Community Action Plan focuses on only those towns in our core service area described above, since the additional communities we serve are designated to other CAAs and will be assessed in their plans.

Quincy is the largest and most diverse of the communities within QCAP's core service area. Contiguous to Boston, Quincy has easy access to the rapid transit system as well as Interstates 93 and 3, making it home for many commuters. However, Quincy is in many respects an urban community with its own distinct identity. Residents who responded to QCAP's Client and Community Survey conducted as part of the community needs assessment most often cited the convenience of Quincy's location and safety as the best part of living in the community. In contrast to Quincy, the other communities in QCAP's core service area – Weymouth, Braintree, and Milton – are towns with a more suburban character, somewhat higher median income, and less ethnic diversity within the population.

The core communities served by QCAP have many notable characteristics that influence the service needs of the population:

The communities that make up QCAP's core service area have experienced stable population with little to no growth over the past decade. The table below shows the service area population comparing Census estimates for 2003 to the 2000 Census, along with a comparison to Norfolk County and the state. Quincy has the highest increase at 1.2%, which compares to increases between 1990 and 2000. Interestingly, the population of Norfolk County increased by 5.6% during the 1990's, but has now shown a decline since the turn of the century.

Community	Population in 2003	% Change Since 2000
Quincy	89,059	+1.2%
Braintree	33,728	-0.3%
Milton	25,842	-0.8
Weymouth	54,527	+1.0%
Service Area Total	203,156	+0.6%
Norfolk County	638,064	-1.9%
Massachusetts	6,420,357	+1.1%

The high cost of living in QCAP's service area makes it impossible for low-income and, increasingly, moderate-income families to get by without some form of assistance. The Family Self-Sufficiency Standard for the Quincy area indicates that a household of four, with two working parents, a preschooler and a school age child, must earn \$63,303 annually (which calculates to \$14.99 per hour, per adult) just to manage the area's cost of living [housing, child care, health care, utilities, transportation, etc.] (The Women's Union – Massachusetts Family Self-Sufficiency Standard or Mass FESS). This standard is based on a budget that leaves no room for savings, luxury items or entertainment, and includes a range of basic expenses. Compare the Self-Sufficiency income to Quincy's median income of \$47,121, which is below the State median income of \$50,502 and well below Norfolk County's median income of \$63,432, and it is easy to see why a growing number of households need ongoing services from agencies such as QCAP.

QCAP's service delivery area has an aging population, which has implications for the types of services that are required. 2003 Census estimates show that adults over the age of 65 make up 13.5% of the population statewide (which has not changed since 2000). Although 2003 Census estimates by age have not been released for the cities and towns discussed here, looking back to Census 2000 data, residents over the age of 65 make up 16.3% of the population in Quincy, 18.1% in Braintree, 16.2% in Milton, and 15.4% in Weymouth. During fiscal year 2004 (October 1, 2003 – September 30, 2004), 21% of QCAP's client population was over the age 55, of which 12% were over the age of 70.

All of the communities in QCAP's core service area experienced a growth in their minority population during the 1990's. In particular, residents of Asian descent make up a significant portion of Quincy's population. During the decade 1990-2000, racial and ethnic minorities in QCAP's service delivery area increased to 13% of the total population (2000 Census). In fact, the minority population in each community approximately doubled between 1990 and 2000 with the exception of Weymouth, where it increased by 63%.

The 2000 Census also revealed that during the decade of the 1990's, Quincy's Asian population increased from 6.6% to 15.4%, over 4 times the state average of 3.8%. Although there is no census data available for Quincy after 2000, anecdotal data and

QCAP's experience shows that this segment of the community continues to grow and thrive. For example, according to Massachusetts Department of Education data for the 2004-5 school year, Asian students made up 27.3% of the student population in Quincy compared to just 4.8% statewide.

The lack of affordable housing is a significant – if not the most significant -- problem in QCAP's service delivery area. The average rent for a 2-bedroom apartment in Quincy is \$1,200 which means that a full-time worker must make a minimum of \$27.29 per hour (\$56,763 per year) in order to make the rent affordable (National Low Income Housing Alliance). Home ownership is even further out of reach with the median home price for a detached single family home in the South Shore region reaching \$350,000 in 2005, an 11.4% increase over 2004 (Massachusetts Association of Realtors). Currently, 9.2% of housing units in Quincy are considered affordable as defined by the Department of Housing & Community Development, (an increase from 8.6% in 2002). In Weymouth the figure is 8.1%, an increase from 6.9% in 2002 (Source: Quincy Department of Planning and Community Development, Weymouth Planning Department).

III. COMMUNITY NEEDS ASSESSMENT

A. Methods of Data Collection and Tabulation

The Strategic Planning Committee used a variety of methods to collect data from different stakeholder groups including clients, community members, service providers, agency staff, and board members. Data collection methods involved:

- ◆ **Client Focus Groups:** Six focus groups were held with a total of 39 clients attending. Four of the focus groups were targeted to a particular group of clients: Head Start families, Senior Luncheon Program, ESOL students, and Learning Links clients (community technology center). The other two focus groups were open to clients from a combination of QCAP programs that included Community Care for Kids (CCK), the Emergency Food Center (EFC), Energy, and Housing. Each focus group had similar questions about general issues of concern plus one or two questions specific to the group. Comments from each focus group were typed up and themes from all of the focus groups were identified.
- ◆ **Youth Focus Groups:** One focus group was held with youth ages 13 and under attending. The participants answered questions about what they and their peers enjoy doing in their free time, and the kinds of activities and services they would like to see available for people their age. In addition, a discussion about needs and services was held as part of CCK's program for teen parents at Quincy High School.
- ◆ **Staff/Board Focus Groups on Client Issues:** One hundred twenty (120) staff members participated in focus groups to identify key issues for clients. The results were typed up and common themes/issues identified. The Strategic Planning Committee then discussed these key issues.
- ◆ **Community Forum:** 75 people, including service providers, health and mental health providers, and representatives from local government, participated in a

day-long Community Forum. Five roundtable discussions took place focusing on different issues including housing, early education and care, workforce development, health/mental health, and basic needs. Common themes from each discussion, as well as action steps, were identified and discussed by the Strategic Planning Committee.

- ◆ **Client Survey:** Three hundred and three (303) clients returned surveys that included demographic information and identification of key issues. The surveys were entered into a database and the results analyzed and summarized for the Strategic Planning Committee. Because the survey was not based on a randomized sample, the survey results were used primarily to reinforce data that was collected through other methods, and served as one of many sources of information on which the committee based its conclusions.
- ◆ **Community Survey:** A community survey was distributed through other social service agencies including: the Quincy Career Center, Thomas Crane Public Library (Quincy), Germantown Neighborhood Center (Quincy), Manet Community Health Center (North Quincy site), Tufts Public Library (Weymouth), Lake View Manor Tenants Association (Weymouth), and Weymouth Town Hall . Thirty-two (32) surveys were completed and the results were entered into the database with the client surveys and analyzed.
- ◆ **Cantonese Survey:** QCAP's client and community surveys were combined and translated into Cantonese for the significant Chinese community in QCAP's service delivery area. Twenty-eight (28) client surveys (included in the numbers above) were returned. In all, 19.9% of the client surveys collected, for a total of sixty (60) surveys, were from Asian clients/residents.
- ◆ **Secondary Data Source Review:** The 2000 Census and later Census data where available were a primary source of secondary data used in developing the Strategic Plan. Additional data was reviewed from other sources including: QCAP programs, the South Coastal Workforce Investment Board, Quincy Housing Authority, Commonwealth Corporation, Quincy Interfaith Sheltering Coalition, Quincy Medical Center, the Massachusetts Department of Revenue web site, the Massachusetts Division of Career Centers and Unemployment Assistance, Massachusetts Child Care Resource and Referral Network, the Massachusetts Association of Realtors website, the Massachusetts Office for Child Care Services, Massachusetts Department of Education, National Energy Assistance Directors' Association (NEADA), Boston Globe, Health Care for All, National Mental Health Association, MassINC, MassFESS, Project Bread, the U.S. Bureau of Labor Statistics, and the Substance Abuse and Mental Health Services Administration.

B. Analysis of Data

As noted above, the needs assessment results were tabulated as each method of collection was completed. Summaries of the data were prepared and reviewed by staff and the Strategic Planning Committee. The Strategic Planning Committee discussed results at each meeting as data became available.

In addition, at the June 28th meeting of the Strategic Planning Committee the group participated in a brainstorming exercise to identify priority areas for QCAP to address over the next three years. The Strategic Planning Committee identified nine priority areas, some of which QCAP will address with delivery of direct services, some with information and referral to other organizations, and some with a combination of strategies. The priority areas are:

Affordable Housing – Like the 2002 Strategic Planning process, affordable housing emerged once again as the highest priority from every source of data collection. High rental and ownership prices in QCAP's service delivery area creates a tight squeeze on the budgets of low and moderate income households. In addition to the high cost of housing, other housing issues identified in the community needs assessment included long wait lists (and in some cases, closed wait lists) for subsidized housing, difficulty using Section 8 vouchers, and difficulty paying for costs associated with securing new housing (including moving costs and paying a security deposit). Some examples of the data collected are:

- ◆ At the Strategic Planning Team Discussions held by staff on Staff Development Day, "housing" was ranked as a high priority for clients by the most groups (9 groups with 6 groups listing it as the highest priority).
- ◆ During client focus groups, in response to the question, "What kinds of needs do you and your family have that could be addressed by a community agency?", "housing" was named by the most groups (4 out of 6).
- ◆ On the client and community surveys when respondents were asked to identify issues that were important to themselves and their families, they identified "Paying my rent or mortgage" most often (66.2% of respondents who answered the question).
- ◆ When respondents were asked to identify just one issue as the most important to themselves and their families, 36.2% identified "Paying my rent or mortgage" (first on the list) and an additional 5.7% identified "Finding housing" (fourth on the list). (Note: these percentages were calculated off of the 105 respondents who answered this question).
- ◆ On the client and community survey, when asked which services were the most difficult to find and access in their community, topping the list was "affordable housing" which 50.4% of the 270 respondents checked off.
- ◆ The 2005 median selling price for a detached single family home in the South Shore region was \$350,000. This is an 11.4% increase over the 2004 median selling price for a detached single family home. (Source: Massachusetts Association of Realtors).
- ◆ The median rent for a two-bedroom apartment in Quincy remains at about \$1,200 per month despite a recent softening in the rental market.
- ◆ \$27.29 is the hourly wage a full time worker must earn to afford a 2-bedroom apartment in Quincy, Weymouth and surrounding communities. This equals \$56,763. (Source: National Low Income Housing Alliance).
- ◆ Of all the communities in QCAP's service delivery area, Quincy is the only one with more renters (51%) than owners (49%). The percentage of housing units occupied by homeowners versus renters in the other communities is much higher

- 67% vs. 33% in Weymouth, 77% vs. 23% in Braintree and 84% vs. 16% in Milton (Source: 2000 Census).

- ◆ Currently, 9.2% of housing units in Quincy are considered affordable as defined by the Department of Housing & Community Development, (an increase from 8.6% in 2002). In Weymouth the figure is 8.1%, an increase from 6.9% in 2002 (Source: Quincy Department of Planning and Community Development, Weymouth Planning Department).

Adult Education/ESOL – Adult education and English for Speakers of Other Languages (ESOL) emerged as an important issue especially in the context of finding employment. Quincy's large Asian population includes a high percentage of non-English speakers who have need for ESOL services. In addition, secondary data shows that since the turn of the century Massachusetts has experienced a wave of immigration but a high percentage of these immigrants do not have high school diplomas and will require adult education and/or ESOL in order to advance in the job market.

- ◆ A recent study by the Massachusetts Institute for a New Commonwealth, and the Center for Labor Market Studies at Northeastern University found that immigration to Massachusetts has continued to rise since 2000 despite the sluggish economy. The study also showed that English language skills are essential to immigrants' ability to successfully enter the labor force. (Source: Abraham, Yvonne. "Immigrant Population Still Growing: Mass. Report Cites Need for English Skills." Boston Globe, 6/19/2005).
- ◆ More than 200 adults are on a waitlist for QCAP's free ESOL classes due to limited capacity.
- ◆ Clients in the ESOL focus group reported that they had waited from 8 months to 2 years to get into a QCAP class.
- ◆ "A relatively high fraction of the new immigrants [during the period 2000-2003] lack strong English-speaking proficiencies, and an above average fraction (22% to 25%) of the new adult immigrants failed to complete high school in their native countries. The limited English-speaking proficiencies and formal education of these new immigrant arrivals will place constraints on their employability, their access to high skilled occupations, and their future earnings. There is a growing need for effective ABE, ESL, and workplace literacy programs to boost the human capital skills of these individuals" ("Immigration and the Labor Force," Commonwealth Corporation. Vol. 1, Issue 15, June 2004).
- ◆ In the Quincy Public Schools in 2004-5, the grade 9-12 dropout rate was 4.8% compared to 3.3% statewide. In 2004-5, the grade 9-12 dropout rate in Weymouth was 4.1% and in Braintree it was 1.4% (Milton's dropout rate was not reported) (Source: Mass. Dept. of Education).

Employment Supports– Job training and resources to find jobs (including computer skills) were identified as a priority in the community needs assessment. Unskilled, low paying jobs do not pay enough to survive with the high cost of living in the region, so people see the need to improve their skills in order to advance professionally.

- ◆ On the client and community surveys when respondents were asked to identify issues that were important to themselves and their families, "Finding a job that

pays enough to support myself and my family” was 5th on the list (33.2% of respondents who answered the question) and rose to 3rd on the list when clients were asked to name just one issue as the most important (8.6% of the 105 respondents answering this question).

- ◆ The percentage of residents in QCAP’s service delivery area holding a bachelor degree or higher varies widely. In 2000 the statewide rate was 33.2%, 42.9% for Norfolk County, 31.8% for Quincy, 31.9% for Braintree, 52.2% for Milton, and 26.0% for Weymouth (Source: 2000 Census).
- ◆ The distribution of employees in the South Coastal regional labor market finds that the vast majority work in small businesses. Data from March 2003 show that 86.7% work in business establishments with less than 20 employees; 11.2% have 20-99 employees; 1.9% have 100-499 employees and .2% have 500+ employees (Source: Interagency Workgroup for Regional Profiles, South Coastal Regional LMI Profile, Summer 2004).
- ◆ In the 4th quarter of 2003, in the South Coastal region, 24,189 people were employed in goods-producing industries (natural resources and mining, construction, manufacturing) while 158,159 people were employed in service-providing industries (such as trade, information, financial activities, business services, education and health, leisure and hospitality, and government).
- ◆ In the 4th quarter of 2003, the top industries in the South Coastal region based on number of people employed were: 31,685 in Retail Trade; 27,051 in Health Care and Social Assistance (including offices of doctors and walk-in clinics, hospitals, nursing and residential care facilities and social assistance); 19,916 in Finance and Insurance (including banking and credit institutions, securities, commodities and investments, and insurance); 19,592 in Local Government (including education); 17,142 in Accommodation and Food Services (including hotels and motels and eating and drinking places) (Source: Interagency Workgroup for Regional Profiles, South Coastal Regional LMI Profile, Summer 2004).
- ◆ In April 2005 unemployment rates were as follows: 5.2% nationally; 4.7 for Massachusetts; 4.3% for Quincy; 4.4% for Braintree; 3.5% for Milton; 4.7% for Weymouth (Source: Massachusetts Division of Career Centers and Division of Unemployment Assistance).

Early Education and Care – Priority concerns in the area of early education and care include affordability, accessibility to services, and accessibility of vouchers. In addition, there continues to be widespread discussion about systemic issues related to workforce development including low wages in the field, low levels of staff education, and high staff turnover and exodus from the field.

- ◆ At the Strategic Planning Team Discussions held by staff on Staff Development Day, early education and care was the second most common issue named (behind housing) as a high priority for clients. 6 groups total listed early education and care and 3 groups put it at the top of their list.
- ◆ On the client and community surveys when respondents were asked to identify issues that were important to themselves and their families, “Paying for child care” was 8th on the list (26.2% of respondents who answered the question).

- ◆ In the client focus groups, clients talked about the importance of securing early education and care in order to find employment and/or attend school. Other issues discussed included the long wait list and eligibility requirements for vouchers, and the high cost of early education and care.
- ◆ Currently CCK reports that the average private rate for group early education and care in Quincy is \$275.39/week for infants (\$14,320/year), \$240.85/week for toddlers (\$12,524/year), and \$196.52/week for preschoolers (\$10,219/year).
- ◆ In CCK's total service area, there are currently 1,207 children on their waitlist; the total number of children in Quincy on the waitlist is 471 and in Weymouth the number is 128 (Source: CCK, June 2005).
- ◆ The median annual salary for preschool teachers was \$22,600 in 2002, less than half of the state's median income reported in the 2000 Census as \$50,502 (Source: U.S. Bureau of Labor Statistics).
- ◆ Statewide, children are served in the following settings (including subsidized and non-subsidized care): 15% in family child care homes; 24% in after-school programs; 29% in part-time programs; and 32% in full-time center-based programs (does not include nanny, relative or non-legally operating child care) (Source: Mass. Child Care Resource and Referral Network, 2004 Data Report).

Income Enhancement Supports – These services help clients with their most basic needs including food, home heating costs, and other essentials. Clients receiving these services free up their income to pay for other expenses in their budget. The high need for services for the elderly (often on a fixed income) are also included in this priority area.

- ◆ Fuel Assistance was named most often in the client focus groups (5 out of 6) in response to the question, "What kinds of services are helpful to you?" In addition, 3 groups mentioned food pantries/free food in response to this question.
- ◆ On the client and community surveys when respondents were asked to identify issues that were important to themselves and their families, they identified "Paying my heating bills all winter" second most often (43.7% of respondents who answered the question).
- ◆ Between the 2001-2 and 2004-5 winter heating seasons, "the price of home energy has increased dramatically." The table below summarizes the rise in heating costs:

Change in Home Heating Costs

Winter Heating Season	Heating Oil	Natural Gas	Propane
2001-2	\$637	\$602	\$888
2002-3	\$995	\$797	\$1,124
2003-4	\$953	\$870	\$1,147
2004-5	\$1,261	\$954	\$1,377
% Change '02 – '05	98.0%	58.5%	55.1%

[Source: National Energy Assistance Directors' Association (NEADA)]

- ◆ The average LIHEAP grant has decreased significantly over the past 4 years as a portion of the average home's heating expenditures. In fiscal year 2002 the average winter home energy expenditure covered by LIHEAP for homes with heating oil was 49.4%; by fiscal year 2004 LIHEAP grants dropped to just 25.2% of the average home's expenditure on home heating oil. For homes heating with natural gas, LIHEAP paid 52.3% of heating expenditures in FY02 but just 33.4% in FY05; and for homes with propane LIHEAP covered 35.5% of expenditures in FY02 and 23.1% in FY05 [Source: National Energy Assistance Directors' Association (NEADA)].
- ◆ "In 2003, the Center for Survey Research at the University of Massachusetts Boston reported that 20 percent of all households living in low-income areas lacked adequate food. These researchers found that children were at high risk for hunger with one child in three living in a family unable to meet its basic need for food" (Source: Project Bread).
- ◆ The average monthly amount that a family receives on Food Stamps is \$164 (Source: Project Bread).
- ◆ "The demand for emergency food has increased by 38% in the last four years" (Source: Status Report on Hunger in Massachusetts 2004, Project Bread).
- ◆ QCAP's own EFC saw a 20% increase in demand for emergency food from 2003 to 2004.
- ◆ One of the most notable characteristics of the population in QCAP's service delivery area is that it is aging. 2003 Census estimates show that adults over the age of 65 make up 13.5% of the population statewide (which has not changed since 2000). However, according to Census 2000 data, residents over the age of 65 are 16.3% of the population in Quincy, 18.1% in Braintree, 16.2% in Milton, and 15.4% in Weymouth.

Financial Planning – Financial planning including debt management and credit counseling is a new issue that emerged during the community needs assessment. With the proliferation of bankruptcy filings, the need for such counseling has gained in importance.

- ◆ On the client and community surveys when respondents were asked to identify issues that were important to themselves and their families, "Paying down/off my debt" was 4thth on the list (40.9% of respondents answering the question).
- ◆ Two client focus groups included discussion about the need for financial planning.
- ◆ QCAP's Housing Program offers limited credit counseling primarily as part of the homebuyers program. However, housing staff report a rapid increase in the number of requests for financial and credit counseling.
- ◆ New laws require people who are filing for bankruptcy to undergo counseling with a certified agency. This law will increase the number of people required by the courts to seek credit counseling.

Healthy Living – This priority area encompasses a range of issues related to achieving a healthy lifestyle including health care, dental care, nutrition, and exercise. Taking a

preventive approach to healthy living, ongoing health and dental care as well as good nutrition and regular exercise are all building blocks to achieving this goal.

- ◆ On the client and community surveys when respondents were asked to identify issues that were important to themselves and their families, "Paying for dental care" was 9th on the list (18.8% of respondents answering the question) and "Paying for health care" was 10th on the list (18.5% of respondents answering the question).
- ◆ One of the client focus groups and the youth focus group mentioned that there was a need for low-cost recreational/exercise facilities for adults and youth in the community.
- ◆ More than 530,000 Massachusetts residents have no health insurance (Source: Health Care for All).
- ◆ For the past five years, "health insurance premiums have been rising at double digit rates" (Source: Health Care for All).
- ◆ 2.3 million Massachusetts residents lack dental insurance (Source: Health Care for All).
- ◆ "In 2002, Massachusetts eliminated comprehensive dental care for most adult enrollees and now only covers extractions" (Source: Health Care for All).
- ◆ A slight majority of residents in Massachusetts have private health insurance. According to the 2000 Census, "about 61% of Massachusetts residents have some kind of health insurance coverage through either an employer or other private plan" (Source: Health Care for All).

Youth – The lack of services for youth was another issue raised in the community needs assessment. Services for youth are scarce during the school year and summer options are often too expensive for low and moderate income households to afford.

- ◆ On the client and community survey, when asked which services were the most difficult to find and access in their community, third on the list was "after-school and other youth programs" which 21.5% of the 270 respondents to this question checked off.
- ◆ The issues related to youth that were mentioned in the 6 client focus groups conducted as part of Strategic Planning included: lack of affordable summer programs/camps for children and youth; need for a recreation center for children and youth; and need for more activities in the community in general for youth.
- ◆ In the youth focus group, participants felt that there were few options for themselves and their peers during after school hours. They also mentioned the need for more summer employment opportunities.
- ◆ In the Quincy Public Schools in 2004-5, the grade 9-12 dropout rate was 4.8% compared to 3.3% statewide. In 2004-5, the grade 9-12 dropout rate in Weymouth was 4.1% and in Braintree it was 1.4% (Milton's dropout rate was not reported) (Source: Mass. Dept. of Education).
- ◆ In the 2004-5 school year, 75% of graduating students statewide planned to go on to 2 or 4 year colleges, compared to 81% in Quincy, 92% in Milton, 69% in Weymouth, and 82% in Braintree (Source: Mass. Dept. of Education).

Access to Services and Service Coordination – These related issues – access to services and coordination of services -- were raised in every step of the community needs assessment both by those receiving services and those delivering services.

QCAP's linkages are discussed in more detail in the Linkages section of this document.

- ◆ At the Community Forum, the importance of coordination among service agencies was one of the primary themes discussed by all of the issue groups.
- ◆ Difficulty accessing services was a primary theme at the Community Forum and in the client focus groups.
- ◆ At the Strategic Planning Committee discussion of community needs data on June 28th, committee members felt that service coordination was critical to meeting clients' needs and improving QCAP's delivery of services.